

OIA-159/81
5 August 1981

MEMORANDUM FOR: Position Management and Compensation Division, OP

FROM : Wayne T. Strand
Director, Imagery Analysis

SUBJECT : Assessment of Experiment With Alternate Work Schedules

1. This assessment of alternative work schedules (AWS) in the Office of Imagery Analysis (OIA) covers the period September 1980 through June 1981. It is consistent with the results of the first six months of alternate work schedules that were reported in October 1980 (Attachment A). Our conclusion based upon 18 months experience with AWS is that OIA can function effectively with non-supervisory personnel on AWS as long as certain conditions are met. The criteria governing our use of AWS are contained in OIA Notice 20-83 (Attachment B).

STAT 2. Flexitime is not new to those Agency components working in [redacted] Due to our location [redacted] we have for a number of years allowed personnel to arrive early and leave early to participate in carpools and to avoid the rush hour traffic. Thus, our assessment of the AWS experiment reflects primarily our experience with the compressed or four-day work week. STAT

3. In September 1980 when we began the second phase of this experiment we had 64 employees on a compressed (four-day) work week and 95 people on a five-day work week. Of the 64 people on the compressed work week, 10 were clericals in grades GS-06 through GS-08 and 54 were professional in grades GS-08 through GS-13. Of the 95 on a five-day work week, 37 were on a regular schedule (0745-1615) and 58 were on a flexitime schedule. By the end of June 1981 the number of people on a compressed work week had dropped to 30 with those on a five-day work week increasing to 121. The 30 people on the four-day work week consisted of four clericals in grades GS-06 through GS-09, and 26 professionals in grades GS-09 through GS-14. Ninety-six of the 121 were on a flexitime schedule. The significant drop in the number on a four-day work week schedule is due to a combination of factors. Some individuals have found the 10-hour day to be too long to maintain full productivity. Others maintain that they get home too late to participate in family activities or attend evening classes. Finally, a number have altered their schedule to maintain compatible hours with their carpool members.

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4. Following is a list of areas that we have been asked to address and the corresponding impact of AWS on each:

A. Productivity

It is difficult to measure the effect of AWS on productivity. Analysts on a four-day work week claim high productivity early and late in the day when they are least likely to be disturbed. On the other hand, short-term ad hoc requests received on Friday or Monday might not receive immediate attention if an analyst is not on duty that day. Our analysts involved with current analysis seem to be aware of this drawback and many have opted to go back to a five-day work week.

B. Usage of Sick Leave, and Annual Leave and LWOP

The four-day work week allows employees to take care of short or routine leave requirements such as doctor's and dentist's appointments on their day off. This has reduced the use of sick and annual leave but has had no effect on LWOP.

C. Employee Turnover

AWS has had no effect on employee turnover. Personnel losses in OIA are attributable to more significant aspects of work environment and career development.

D. Number of Overtime Hours Experienced

Because most of our people on the four-day work week are professional analysts, many do not qualify for paid overtime except under special conditions. Thus, paid overtime is unusual, although many analysts give of their own time due to a heavy workload. Occasionally, clericals on a 4-day work week are asked to come in on their day off to reduce a backlog in typing. Overall, we do not believe that AWS increases the need for overtime.

E. Job Satisfaction and Morale

In polling analysts most indicated a high level of morale and increased job satisfaction resulting from having a wide latitude in designing their own work schedules.

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F. Mass Transit Facilities and Traffic

At the present time there is [] within walking distance of [] although one is planned to open in several years. A rapid transit facility nearby could eliminate the need for some carpools and the use of private autos.

It is interesting to note that one of the reasons given for converting back to the five-day schedule was for the purpose of remaining in an existing carpool with other building employees. During our experiment with AWS, NPIC also experimented with the compressed work week and subsequently eliminated it. Some of our employees who carpooled with NPIC employees found it more important to remain in the carpool and converted back to a five-day work week. Some of our people on five-day schedules have mentioned that they would like to work a four-day week but cannot arrange suitable transportation. Hand-in-hand with the carpool issue is the impact on transportation costs which most people find to be reduced by as much as 20 percent as a result of the compressed work week. The use of flexitime to avoid rush-hour traffic not only reduces cost but also the frustration of bumper-to-bumper traffic.

G. Increased Opportunities For Full and Part-time Employment

Traditionally OIA has not hired many part-time employees and currently there are only three part-time employees in the Office. In interviewing applicants for full-time employment we have found it to be to our advantage to mention the availability of AWS in OIA to counteract the negative aspects of working in []

H. Individuals and Families Generally

While some responses from employees indicated that the long hours worked during the week on a compressed schedule resulted in a loss of family time, the compensation was the extra "day-off" at the beginning or end of the week that offset the long hours. Overall, the response on the question about AWS impact on family life received favorable replies. The impact of AWS on employee participation in education and recreational activities is clearly favorable. Flexitime scheduling allows employees to fulfill their work requirements and still have time to enroll in evening classes or activities during the week. Only four respondents felt that working 10-hour days limited their participation in evening activities during the week.

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Other Considerations

5. The greatest problem this office has encountered with the compressed work week has involved staffing. The employees themselves recognize that such a schedule will occasionally create a void in a specific substantive area. A four-day work week reduces to three days the window of access to all employees in a unit. When the usual leave and training absences are included, particularly in a small branch, we can easily find ourselves understaffed. Accordingly, we have a policy that states that employees will alter their work schedules temporarily to accommodate unusual work demands.

6. Another problem we have encountered deals with communications. Communications need to be well planned by the managers because of the variable schedules of personnel. This was definitely a problem when managers were allowed compressed hours and has eased since they returned to the five-day work week. It is still a minor irritant because immediate problems cannot always be addressed with the appropriate person.

7. We believe that the four-day work schedule can be used successfully in those components of the Agency where careful staffing can accommodate peak work demands. In the case of OIA we can maintain our level of production and our ability to respond promptly to current intelligence demands only if AWS is implemented with certain constraints and with careful scheduling. We believe that allowing flexible work schedules is warranted to cut both the cost and inconvenience of commuting to southeast Washington, D.C. We, therefore, recommend approval for OIA to continue the use of flexitime and the option of a four day compressed work week for certain personnel where it can be determined by managers that production will not be adversely affected. We are currently experimenting with the 5/4-9 work week and perhaps this will turn out to be the best alternative to the four-day week for both management and employees.

[Redacted Signature Box]

Wayne U. Strand

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Attachments:

a/s

Distribution:

Original - Addressee

1 - OIA/ODIR

ADMINISTRATIVE-INTERNAL USE ONLY

THIS NOTICE EXPIRES 1 MAY 1982

OP NOTICE NO. 20-81-15

11 June 1981

OFFICE OF PERSONNEL NOTICE

SUBJECT: Assessment of Experiments with Alternate Work Schedules

REFERENCE: OPPPM Memorandum No. 20-29-17 dated 15 January 1981

1. GENERAL

- A. Agency components that have initiated alternative work schedule (AWS) experiments must submit a final narrative assessment report by 31 July 1981.
- B. The narrative report should cover 18 months of experimentation unless this time frame extends the experiment beyond 30 June 1981. If the latter is the case, the report should cover all months of experimenting up until the present time.
- C. Narrative assessment reports should be sent to Office of Personnel, Position Management and Compensation Division (OP/PMCD) Room 1016 Ames.
- D. The following format was designed to facilitate uniform analysis on an Agency-wide basis.

2. FORMAT & SCOPE OF NARRATIVE REPORTS

- A. Start by identifying the component and state, as concisely as possible, management's conclusions based on experience during the experiment. It is important that the following information be included in this section:
 - 1) Number and grades of employees in the work unit who are on an experimental schedule.
 - 2) Description of the experimental schedule(s) and schedule used prior to experiment.
 - 3) Description of the primary mission and function of the work unit(s), (e.g., process requests, legal counsel, staff office, clerical support).
- B. Next, please address each of the four areas of particular impact listed below, to the extent that these are appropriate. If no impact has been discerned that could reasonably be attributable to the experimental schedule, so state. Positive and negative impacts which can be reasonably attributable to the new schedule need not be described in fine detail, so long as the degree of impact is conveyed.

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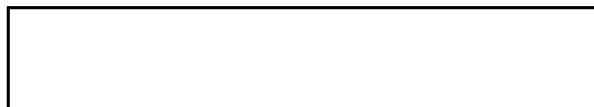
- 1) Efficiency of Government operations - Conclusions about changes in:
 - a. productivity;
 - b. usage of -- sick leave, annual leave, leave without pay;
 - c. employee turnover;
 - d. number of overtime hours experienced;
 - e. job satisfaction; and
 - f. morale.
- 2) Mass transit facilities & traffic - Changes in commuting habits such as the use of mass transit, carpools, and private automobiles.
- 3) Increased opportunities for full & part-time employment - Experience as to availability of applicants for fulltime positions and trends in utilization of part-time employees.
- 4) Individual and families generally - Perceived effects on scheduling of family activities such as child care, household functions and/or employee recreational events.

C. In this section of the report, please list any special problems encountered such as excessive requests by employees for exceptions in work schedules, difficulties in administering pay and leave, time and attendance, staffing or overtime problems during peak workload periods, etc.

D. Please conclude your report with any suggestions concerning desired changes in AWS administration, particularly in the pay and leave administration areas. Feel free to include suggestions for changes in Agency regulations, in the event that the DDCI elects to adopt AWS on a permanent basis for the Agency. Also, if your component has conducted an internal evaluation, please submit your findings as an appendix to the report.

3. CONTINUING AWS

Components may continue their experiment with the current AWS plan through March 1982. PMCD, Office of Personnel, should be notified of any decision to discontinue an experiment with an AWS. Changes in an AWS may be made in accordance with guidelines contained in OPPPM Memorandum 20-29-17.



James N. Glerum
Director of Personnel

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Central Intelligence Agency
National Foreign Assessment Center
Office of Imagery Analysis

OIA Notice
No. 20-83

PERSONNEL
18 August 1980

Compressed and Flexible Work Schedules
Office of Imagery Analysis

STAT 1. The compressed and flexible work schedules described below are within the guidelines of HN 3 October 1979, and fulfill the requirements for effective and unimpaired functioning of the Office.

a. All supervisors and managers (chiefs, deputies, and branch chiefs of line divisions; chief, deputy, and branch chiefs of the Production Group, and chiefs of the Technical and Administrative Staffs) will follow a five-day work week schedule. Supervisors and managers have the option of flexible work schedules within certain constraints.

-- Division- or group-level coverage by either the chief or deputy is required between 0800 and 1700 each day.

-- Flexible time for line and Production Group branch chiefs, chief of the Administrative Staff, and chief of the Technical Staff extends from 0800 to 1700.

b. Each division and Production Group secretary has the option of selecting a compressed or flexible schedule subject to the approval of the division or group chief. Core hours are 0930 to 1530. Flexible time extends from 0600 to 1800.

c. Front Office secretaries are required to work a five-day work week with flexible scheduling of hours subject to the approval of the Deputy Director, Imagery Analysis.

d. Analysts and personnel in the Administrative Staff, the Technical Staff, and the Production Group have the option of selecting a compressed or flexible work schedule subject to the approval of their supervisors. The core hours for these personnel are 0930 to 1530. Flexible time extends from 0600 to 1800.

OIA Notice
No. 20-83

PERSONNEL
18 August 1980

2. OIA staffing--in compliance with HN will have the following characteristics:

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- a. All schedules will provide for 40 work hours per week.
 - b. The official hours for OIA employees will be between 0600 and 1800. Employees may volunteer for and supervisors may authorize schedules outside this tour of duty with the provision that no night differential will be payable.
 - c. All employees participating in the five-day flexible work schedule will be available for duty during the 0930-1530 core hours.
 - d. There will be representation by all managers and supervisors five days a week--division- and group-level coverage between 0800 and 1700 and branch chief and staff chief representation until 1630.
 - e. There will be a minimum of 50 percent normal staffing of each component of the Office Monday through Friday between 0800-1600, with representation in each component to include personnel at all levels of experience and responsibility. Some temporary adjustments to work schedules may be necessary during extended absences by component personnel to ensure this coverage exists.
 - f. All personnel will adhere to a five-day work schedule during periods of training or travel.
3. New work schedules will become effective on 1 September. Subsequent changes to work schedules will be considered on an individual basis and are subject to approval by the division or group chief.
4. The Director, OIA, may require revisions to the work schedules of selected individuals depending on changing work requirements and the needs of the Office.

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Wayne T. Strand
Director
Imagery Analysis

OIA Notice
No. 20-83

PERSONNEL
18 August 1980

Distribution:

- 1 - Each OIA Division, Branch, Staff
- 1 - HISTORICAL
- 1 - NFAC/ADMIN
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- 1 - NFAC/OGCR
- 1 - NFAC/OPA
- 1 - NFAC/OSR
- 1 - NFAC/OSWR
- 5 - NPIC/SS

Approved For Release 2005/06/22 : CIA-RDP83-01004R000200070011-4


OIA-127/80.
18 August 1980

MEMORANDUM FOR: Director, National Foreign Assessment Center
THROUGH : Chief, Administrative Staff, PMES
SUBJECT : Compressed and Flexible Work Schedules

In mid-July 1980, the Office of Imagery Analysis completed a six-month experiment with alternative work schedules--compressed work weeks and flexible work hours. The results of the experiment, which are provided in attachment A, were mixed. Some of the expectations--higher morale, for example--were realized. On the other hand, the fact that most OIA managers opted for a compressed work week presented problems in the day-to-day operations of the Office. We were unable to measure the effects on productivity, although most personnel indicated that alternative work schedules did not affect it either way.

On balance, I believe that this was a worthwhile experiment and that OIA should continue to use compressed and flexible work schedules, but less extensively than during the experimental period. I believe that the modifications we have made to the original plan--requiring all supervisors and managers to work a five-day week--are necessary for the efficient and effective operation of the Office. The specific plan under which OIA would operate is contained in attachment B.

We do not plan to forward a copy of this memorandum or the attachments to the Office of Personnel at this time because they will request in a few weeks specific information regarding our experience with alternative work schedules. We will forward any responses to the Office of Personnel through PMES.


Wayne I. Strand
Director
Imagery Analysis

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Attachments:
As Stated

Distribution:
Original - Addressee
1 - NFAC/PMES/AS
1 - NFAC/OIA

Approved For Release 2005/06/22 : CIA-RDP83-01004R000200070011-4

Assessment of Alternative Work Schedules For OIA

The Office of Imagery Analysis concluded a six-month experiment with alternative work schedules--compressed work weeks and flexible work hours--in mid-July 1980. The principal effects of alternative work schedules were expected to be increased production, improved morale, and conservation of energy through a reduction in commuting. A review of the experiment indicates that:

- Alternative work schedules probably had little, if any, effect on the quantity or quality of production. Supervisors and managers, however, encountered problems in administering day-to-day activities in their units.
- Alternative work schedules had a positive effect on morale, but not as much as might have been expected. Analysts and support personnel had a much more positive view of alternative work schedules than did supervisors and managers.
- Total travel time and costs were reduced for some 100 office personnel who chose the four-day work week. The majority of personnel experienced little or no change in the daily travel time to and from work.

On balance, it appears that the option of selecting compressed and flexible work schedules should continue to be offered to analysts and support personnel. Supervisors and managers, however, should follow a five-day work week.

Statistical Evaluation

As part of his academic study at George Mason University during 1979-80, [] of this office conducted a preliminary evaluation of the effect of alternative work schedules in OIA.* The data for his study were derived from three separate surveys of OIA personnel during May and June 1980. Personnel on compressed, flexible, and normal work schedules were surveyed.

Because there are no baseline data to compare with the results of his surveys, [] used statistical information from the Office of Personnel Management for some comparisons. In other instances where there is no reliable method to measure changes--such as in the quantity or quality of production--the perceptions of individuals were used for evaluation purposes.

* A Preliminary Evaluation of the Impact of Alternative Work Schedules On An Intelligence Research Organization, [], July 1980.

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The study prepared by [] includes a substantial amount of statistical data that could be further analyzed, possibly to develop a better understanding of other effects of alternative work schedules or to assess other aspects of OIA operations. Accordingly, the study will be forwarded to OMS for review and further exploitation. The principal findings of [] study are summarized below.

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Production. All supervisors and managers and a large percentage of analysts saw no change in the quality of production. Most supervisors and managers also saw no change in quantity, but almost half the analysts surveyed did see an increase in the amount of work produced.

A large number of supervisors and managers saw no change in the responsiveness and timeliness of OIA production; a few, however, saw some degradation. About one-third of the analysts saw improvement in these aspects of production.

Day-to-Day Operations. Virtually all supervisors and managers experienced some problems in carrying out their normal duties. These problems were most pronounced in their communications within their components and included difficulties in calling staff meetings and holding employee conferences because of the decreased availability of subordinates. About 45 percent of the supervisors and managers believed that job coverage had deteriorated. None believed that it had improved.

All but a few analysts, on the other hand, reported no change in their ability to conduct daily business. Some 70 percent of the analysts reported no change in internal communications, although about one-fourth of the analysts did note that the availability of supervisors had deteriorated.

Fatigue towards the end of long work days apparently was not a major problem. Less than 10 percent of the analysts and about 25 percent of the supervisors said they experienced some fatigue.

Morale. Slightly more than half of all employees--supervisors, managers, and analysts--reported improvement in morale.

Travel Time and Personal Factors. About two-thirds of all personnel reported that there was no change in daily travel time to and from work. For the 100 individuals on a four-day work week, however, the number of trips was reduced by 20 percent.

There was a noticeable decline (about 20 percent) in the use of short-term annual and sick leave between January and July 1980 compared to the first six months of 1977, 1978, and 1979. Those on compressed work week schedules had an extra day to take care of personal matters for which they previously used annual or sick leave. A large number of individuals also reported more time for leisure and recreation, apparently reducing the need for annual leave.

About one-half of all personnel also believed that job satisfaction improved for analysts. More than one-half of the supervisors and managers, however, reported no change or some degradation with regard to their own job satisfaction. These results are consistent with the views on who benefits from alternative work schedules. A majority of managers and supervisors believed that only the employee benefits, whereas a large percentage of analysts believed that both the organization and employee benefit.

Office-Level Views

The experiment in alternative work schedules created some problems in the day-to-day administration of Office activities. Because all division chiefs opted for compressed work week schedules, the entire senior management staff of the Office was present only three days each week. Similar problems existed for each division because virtually all branch chiefs were also on compressed work week schedules.

In addition, the fact that branch chiefs were present only four days each week resulted in reduced levels of supervision and coverage of substantive areas. In some instances--when analysts were also on compressed work week schedules--there were only three days each week when both analyst and branch chief were present. In other cases, there was some reduction in the coverage of particular substantive areas when both the primary analyst and the branch chief were absent.

STAT The results of [] study indicate that slightly more than half of all personnel believed that there was an improvement in morale and that all personnel at least appreciated the opportunity to select alternative work schedules. The opportunity to arrange work schedules--either a compressed work week or flexible hours--was viewed by all as a positive aspect of the overall work environment.

Conclusions

Based on the results of [] study and the Front Office experience, alternative work schedules can be continued in CIA, but not for all personnel. All supervisors and managers should be available five days a week. Analysts and virtually all support personnel should continue to be given the option of selecting compressed or flexible work schedules.

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Assessment of Experiment With Alternate Work Schedules

FROM:

Director, Imagery Analysis

EXTENSION

NO.

DATE

TO: (Officer designation, room number, and building)

DATE

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. c/Position Management and
Compensation Division
1016 Ames Bldg.

10 AUG 1981

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